RECOMMEND RESEARCH MODEL OF TURNOVER INTENTION OF HOTEL INDUSTRY STAFF: SELECT FACTORS AND MEDIATING VERIABLES "JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT"

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Abstract

This article is an overview of affecting factors to turnover intention of the hotel industry staff. There are many factors that summed up different articles, which only guarantee to discover a particular content. In order to have more comprehensive view of affecting causes to the turnover intention of hotel staff, we recommend a research model with the synthesis from different factors basis on Job Descriptive Index and organizational commitment theories, other studies. New contribution of article is recommending the research model of turnover intention of hotel staff with impacting seven independent variables, two mediating variables that are job satisfaction and commitment to organization. Relationship between perceived risk factor in the correlative impact factors is a new discovery of the research. Affirming that, application of this model in the hospitality research from three stars hotel to five stars hotel in Vietnam is completely new, applying new discovery factors to the new research fields for further studies.

Keywords: *Turnover intention model, hotel staff, independent and mediating variables*

1. Introduction

Hospitality industry staff have different requirements, difficult to replace by machines, hotel business jobs require directive communication and flexibility with guests. In the three stars hotel to five stars hotel the professionalism of staff is higher; staff is not only healthy, good looking, charming, friendly, considerate and hygienic, but also requires nice uniform, foreign languages, knowledge, professional skills, handling situations and communication with customers are expected specific and standards. Labor in hospitality services have changed a lot by seasonality, the competition for human resources in the booming trend of the hotel business in Vietnam currently. This is a big challenge for human resource management administration in hospitality industry. The decision to terminate working at the hotel is the final result from the influence of factors affecting to the satisfaction and commitment of employees, arising the turnover intention and find a new

opportunities, alternative jobs in other businesses. To clarify this content, we would like to summarize some of literature review, research sequences and approach as following:

First, aggregate factors affecting turnover intention of hospitality industry staff. Identify factors affecting turnover intention of hospitality industry staff through consultation with experts in hotel management then recommend the most comprehensive research model.

Second, the research question is what factors affect to the turnover intention of hospitality industry staff? Define independent variables, intermediate variables and relationship between factors.

Third, the object and scope of the study are the factors affecting the turnover intention of hotel industry staff through job satisfaction and organizational commitment mediating variable. Original theoretical review, articles written about turnover intention are published with domestic and international scientific indexes.

The original theory is determined to be the Job Descriptive Index (Smith et al, 1969) with the research content measuring attitudes employees about "job satisfaction and retirement" has shown Job satisfaction is the foundational study for future studies. Job satisfaction is assessed by five groups of factors that are the job itself, supervision, co-workers, salary and promotion opportunities. Research confirms and inherits groups of factors in job satisfaction, according to (Imparato, 1972) compares job description index with the relationship of satisfaction (Porter, 1961), the research content has reflected similar views and concepts about the factors constituting job satisfaction, although there are differences in methodological techniques, the difference score of the questionnaire on the level of satisfaction of needs (Porter, 1961) related to the level of satisfaction measured by the Job Descriptive Index. The research (Imparato, 1972) once again confirms that the five factors affecting job satisfaction have high applicability for future studies. (Smith, and Rollo, 1974) continues to assert that the Job Descriptive Index measures job satisfaction according to the five factors of the job itself, pay, promotion, supervision and coworker used frequently (Blood, 1969), (Evans, 1969), (Hulin, 1969), (Hulin & Waters, 1971), (Soliman, 1970), (Waters & Waters, 1969).

The theory of Commitment to Organization (OC). Derived from study "Unity performance, situational factors and employees' attitudes in different working companies" (Mowday, Porter, and Dubin 1974) initiated research attitudes employee to the organization in different work environments with three groups of tools; commitment to organization; resources attached to the organization; job satisfaction. The group of organizational commitment is used with 15 questions to measure employee commitment to the organization such as the desire to continue working with the organization; willingness to exert a high degree of effort on behalf of the organization; believe in and accept the values and goals of the organization. Especially, this tool is used to research in different organizations, the results obtained are different between groups of employees with different positions such as high commitment to organization (management group), low commitment to organization (group of employees doing tedious jobs). Organizational Engagement Resource used 12

questionnaires in order to measure the perceived influence of specific aspects of the job such as the working environment in the organization on desiring to stay or leave. The results obtained are different in the content of the question, there is a group that wants to leave organization, but there is also a group that wants to stay and work for the organization. It can be said that the group of authors (Mowday, Porter, and Dubin 1974) with different research contents, in which based on the employee's attitude to the organization to assess the commitment toorganization is pre-research for future research. According to the research content of the author (Meyer and Allen 1984), (Mowday, Porter, & Steers, 1982) the relationship between employee commitment to organization and some characteristics of the organization and employees. Commitment is understood in many different meanings; commitment is generally considered to be a decision to bet on the intended activity, all bet value will be forfeited upon discontinuing participation in the organization (Becker, 1960); Commitment may be labeled "Continued Commitment", developed by (Stevens et al, 1978), however, this is not the only way to talk about commitmentn Affective commitment (Buchanan, 1974), (Steers, 1977). The significance of this difference will become apparent in the reinterpretation of the proposed findings. It should be noted that these two forms of commitment are understood to be independent, that is, the degree to which a person is emotionally committed does not affect the level of ongoing commitment and vice versa.

According to the authors (Porter, Steers, Mowday, & Boulian, 1974), (Porter, Crampon, & Smith, 1976), (Mowday, Steers, & Porter, 1979) measures of organizational commitment are based on three content; "strong belief in the values and goals of the organization", "willingness to make significant efforts for the organization" and "desire to continue working for the organization". These are closely related to what is mentioned in the emotional commitment above. Base on background and reference studies, the author (Meyer and Allen 1984) decided to use a 5-factor scale to measure commitment to organization as follows; Affective Commitment Scale – ACS, Continuance Commitment Scale – CCS, Organizational Commitment Questionnaire – OCQ, Responses to the Ritzer-Trice Scale / R-TS, Hrebmiak-Alutto Scale / HR-S. According to the author (Reichers 1985) commitment to the organization is synthesized from many studies as an independent variable, the research results correlate such as work performance, job satisfaction, absenteeism (Angle & Perry, 1981). From the above research results, it has been proved that job satisfaction and organizational commitment is the foundational research theory that has been used in many different research fields.

Turnover intention is a behavioral factor that has been studied by many scholars, especially in the field of human resource management, it has a role to reflect the actual situation in the workplace, the relationship between colleagues, between staff with investors, with customers. This information helps human resource managers have a comprehensive perspective and make timely plans to adjust to limit the behavior of leaving employees in order to stabilize personnel and sustainably develop their businesses. According to the author (Cho and Lewis 2012), (Emberland and Rundmo 2010), (Dipietro and Condly 2007), (Karatepe, Rezapouraghdam, and Hassannia 2020), (Tuan, Loc, and De 2016), (Chung

2018), (Wang et al. 2020), (Limyothin and Trichun 2012),(Chung 2018) research on turnover intention shows that the most obvious manifestation of employees' job dissatisfaction is due to a number of reasons. The end result leads to the act of leaving, causing serious damage to the organization in terms of people, brainpower and technology. Some views on turnover intention in the organization "the job turnover intention of staff is the thought of wanting to leave the organization and move to another workplace". Or the partner factors affecting employees make them feel unsatisfied, affecting their commitment leading to turnover intention (Amin and Akbar 2013), (Aykan 2014), (Jung) et al, 2012), (Albattat and Som, 2013), (Kulachai and Amaraphibal 2017), (Sánchez-Medina et al. 2019), (Rasheed et al. 2020). According to the author "Turnover intention is understood as the thoughts, considerations and calculations of employees for the behavior of leaving the current organization in the context of the influence of subjective or objective factors inside and outside the hotel business".

2. Metthod

To achieve the research objective, this paper approaches the literature research review. Information from specialized scientific journals related to human resources in enterprises and hotel businesses. The search for the scale of factors is based on literature research review. Qualitative study of interviews with experts to select suitable factors for the model.

There are many factors that affect to the turnover intention of hospitanity staff. During the research process, the author has compiled 360 related articles, then applied the literature review method, following the instructions of the authors (Moher et al. 2009), (Kitchenham et al. 2009), (Brereton et al. 2007), (Murata, Wakabayashi, and Watanabe 2014). In order to use the document system conveniently after searching, the author has numbered and divided the documents into the group of job description index theory, commitment to organization, group of models and group of studies. Empirical research, the group of factors affecting the turnover intention in general, the group of factors affecting the turnover intention in the hotel industry. Most of the articles focus on studying only a few factors affecting the turnover intention. Therefore, there many factors affecting to the turnover intention the hotel staff, including the use of two mediating variables, is a new research direction that helps author to contribute a more holistic and multidimensional view of influence and the relationship of factors related to the turnover intention the hotel industry staff. Author has coded selected articles according to the article number, the content of the articles is mainly related to the turnover intention or leaving hotel industry.

3. Results

For the Job Descriptive Index, author has listed 18 studies, which refer to the relationship between factors and satisfaction moderative variables: (Imparato 1972), (Smith, Smith, and Rollo 1974), (Schneider and Dachler 1978), (Johnson, Smith, and Tucker 1982), (Heneman and Schwab 1985), (Jung, Dalessio, and Johnson 1986), (Marin 1987), (Gregson 1987), (Ironson et al. 1989), (Hanisch 1992), (Stanton et al. 2002), (Lake et al. 2010), (Lan

et al. 2013), (Nahar et al. 2013), (Yeager et al. 2015), (Theodosis and Giannouli 2017), (Davies, Van der Heijden, and Flynn 2017), (Inoyatova 2021). In the above studies, authors refer to about 521 published in the world whose foundation theory is Job Descriptive Index. According to the author (Inoyatova 2021) the use of measures of overall or general job satisfaction, also referred to as global scales, the author has statistics in table 1:

Table 1: List of Widely Known Measures of Job Satisfaction

N	Title	Abbreviation	Author name	Year
	Facet-specific Satisfaction Measure			
1	Minnesota Satisfaction Questionnaire	MSQ	Weiss et al.,	1967
2	Job Descriptive Index	JDI	Smith et al.,	1969
3	Job Satisfaction Survey	JSS	Spector	1985
4	Job Diagnostic Survey	JDS	Hackman & Oldham	1975
	Global Job Satisfaction Measure			
1	Faces Scale	FS	Kunin	1955
2	Michigan Organizational Assessment Questionnaire	MOAQ	Cammann et al.,	1979 ; 1983
3	Job in General Scale	JIG	Ironson et al.,	1989
4	Overall Job Satisfaction Scale	OJS	Brayfield & Rothe	1951
5	Global Job Satisfaction Questionnaire	GJSQ	Warr et al.,	1979
6	Overall Job Satisfaction Scale	OJS	Judge	1994

Source: (Inoyatova 2021)

For the theory of Commitment to Organizational (OC), author has listed 20 studies related to research overview, the relationship between factors and commitment to organization in the role of moderative variables, commitment to organization change, Commitment as an Independent Variable, Commitment as a Dependent Variable: (Mowday, Porter, and Dubin 1974), (Morris and Sherman 1981), (Meyer and Allen 1984), (Reichers 1985), (Mathieu and Zajac 1990), (Eby et al. 1999), (Cohen and Gattiker 2005), (Cohen 2007), (Joo and Park 2009), (Lapointe, Vandenberghe, and Panaccio 2011), (Bhatnagar 2013) (Rehman et al. 2013), (Mercurio 2015), (Zhao 2017) . According to statistics from the above publication, there are 143 topics related to commitment to organization.With the above research results, it is clear that the Job Descriptive Index and Commitment to

Organizational are the foundation for building a research model, the relationship between the factors affecting satisfaction moderative variables and commitment to organization with turnover intention. and the role of moderative variables of satisfaction, commitment.

Statistically a number of studies on the influence of factors on turnover intention such as: Employee burnout (Back et al. 2020), position, skill level, behavior and job satisfaction (Xu et al. 2020), working environment conditions, safe leadership (Amponsah-Tawiah, Ntow, and Mensah 2016), (Bradley and Cartwright 2002) the relationship between social support and recognition awareness, job stress, (Luo et al. 2020), information skills model, extended motivation, (Aykan 2014) relationship and transactional contract with mediating role is the emotion of loneliness. of employees in the workplace, benefits, affordability, advancement opportunities, self-employment (Zahra Malik and Khalid 2016), demographic factors, job satisfaction, organizational commitment , perceived perceived alternative job opportunities (Ojiaku, Nkamnebe, and Nwaizugbo 2018), job engagement, commitment to organizational, job commitment, job satisfaction (Zhang et al. 2019) , the relationship between factors of career development, teamwork, relationships at work (Khuong et al. 2016), (Quoc Hung & Hao Thi 2010) factors of satisfaction, stress, salary and benefits , organizational commitment, work environment, training and development, job challenges, leadership behavior, workplace relations, conformity, organizational policies, traditions, morale In the work. In the field of education, there are a number of studies on the factors affecting the intention to quit, such as according to the author (Feng and Angeline 2010) this study examines the perceived of organizational support, employee burnout, job satisfaction and emotional commitment, job pressure factors, job satisfaction and team commitment (Chung 2018). The influence of social media in human resource management strength (Ruparel et al. 2020), (Ulufer and Soran 2019) demographic and emotional factors of employees in the correlation between variables such as: nervous breakdown; openness; outward; compliance; self-discipline; play superman; deeply immersive; natural emotions, (Long, Ajagbe, and Kowang 2014) the factors of tight management of performance, compensation, training, and employee relations are effectively implemented, (Jones et al. 2007) on studying the role of overload in work attitudes, (Arshadi and Shahbazi 2013).

Statistics on researches on turnover intention of hotel staff: (Park and Gursoy 2012) factors such as vitality, dedication, absorption, job satisfaction, practice factors human resource management and employee development including performance appraisal, training and development, career advancement, organizational trust (Hemdi and Nasurdin 2006), (Yang, Wan, and Fu 2012), describe multi-level model of management support at management level, department level, supervisor level, individual level, departmental support, departmental supervision, sincere team, transformational leadership membership, civil rights organizational behavior, the effect of organizational commitment on employee attitudes and loyalty – hotel employee retention (Li, Kim, and Zhao 2017), (Yao, Qiu, and Wei) 2019), (Sun et al. 2020), the content of the structural equation research (Limyothin and Trichun 2012) the factors studied by the author are work and life quality, acceptance of organizational culture, job satisfaction and team commitment organization, demographic

factors in hospitality businesses, (Li, Bonn, and Ye 2019), the relationship between job change in hotels and intention to quit; The regulatory role of organizational support is perceived and the psychologically competitive environment - artificial intelligence and robot awareness of hotel staff. (Wang et al. 2020) studied the influence of professionalism on the intention to change the job of hotel employees, the mediating role of employee engagement and job satisfaction, factors that are Paired topic in the research content of professionalism, satisfaction, cohesion, (Zhuang et al. 2020) the effect of friendship deviant behavior in the workplace of hotel employees - the regulatory role of hotel staff. organization, (Peng, Lee, and Lu 2020) employee green behavior from a positive perspective and positive spillover because such voluntary behaviors benefit actors other than employees, specifically can be hotels that use them and their natural surroundings, (Urmanov Bahromjon, Shin Hoyoung, and Kim, Ki-Su 2013) working environment, co-worker relations, job satisfaction, salary, organizational commitment, engagement, work motivation, job satisfaction, work environment (Dipietro and Condly 2007), (Park and Min 2020) work attitude, work stress Work and role stressors, conflict between parties (Akova, Cetin, and Cifci 2015), (Emiroğlu, Akova, and Tanrıverdi 2015).

  Statistical a number of turnover intention research models: research (Feng and Angeline 2010) on the relationship between organizational support, emotional exhaustion, job satisfaction and engagement feelings and intentions to quit and jump jobs. According to the author (Kim, Im, and Hwang 2015) three counseling functions have been selected, which use the factors of career development, psychosocial support, role model, role conflict, role ambiguity, job satisfaction, and organizational commitment. This research model has generalized consulting activities at luxury hotels to include three factors of career development, psychosocial support, and role modeling. The analysis content from the structural equation model has shown the statistical significance between the relationships of the factors, most notably the psychosocial support factor that has a strong relationship with the variables in the model. Positive impact on organizational commitment and job satisfaction factor, but negative impact on role ambiguity, role conflict leads to employee's intention to quit. Research results also show a significant relationship between career development function and role ambiguity, between role and role ambiguity, or between role ambiguity and intention to retire. job. Job intentions are related to personal characteristics such as physical condition, interest in other areas of work, unfavorable relationships with current co-workers, distance between residence and employment. company, the ability to combine work and study. Positive impact of three mentoring functions on job satisfaction and organizational commitment and negative impact of role stress on these two factors. The results of the study provide evidence of the merits of mentoring programs in hotels, restrictions in the hotel staff. Therefore, it is necessary to extend the sample to other parts of the hotel. Therefore, future studies need to clearly define the role of these variables as regulators. In this research model, we see that the author has not clarified the relationship between job satisfaction and organizational and individual commitment, which is studied by functional groups; The role of stress at work, attitude at work to turnover intention.
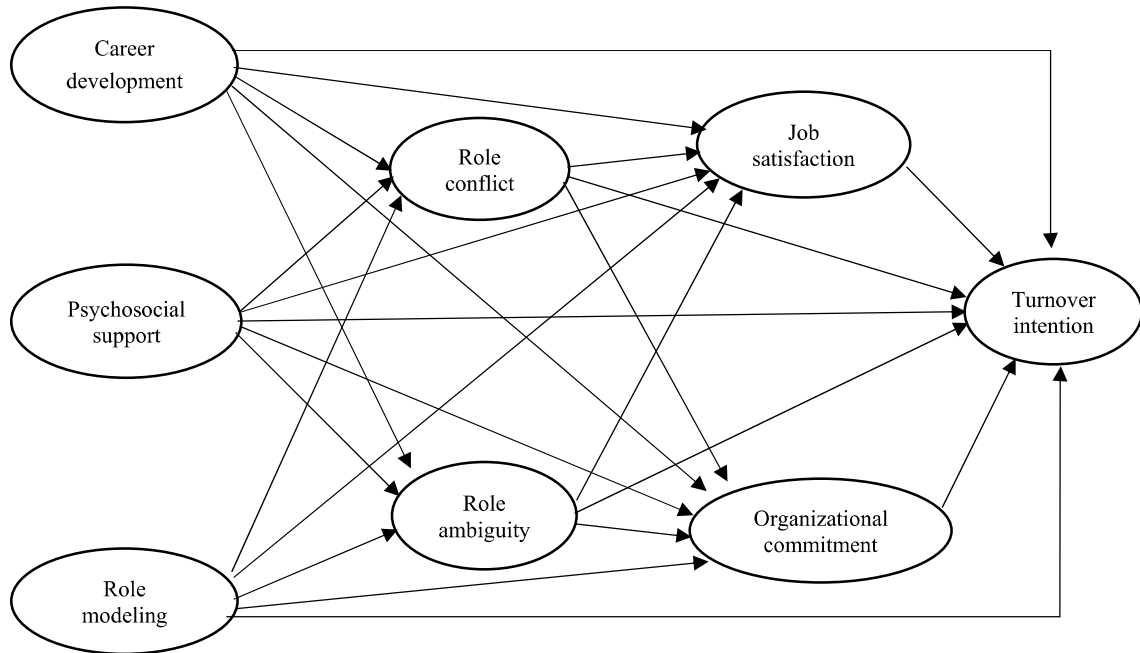
Figure 1: The turnover intention model

According to the author (Urmanov Bahromjon, Shin Hoyoung, and Kim, Ki-Su 2013) used a structural model to explore the factors affecting the turnover intention hotel staff in Taiwan. Research results show that; higher levels of satisfaction about their work environment have a positive impact on job satisfaction; higher commitment to organization among hotel staff
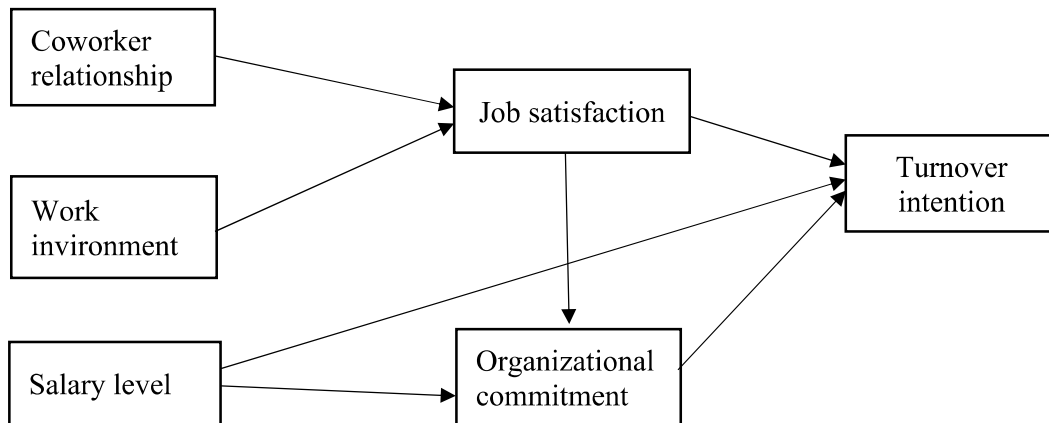
Figure 2: The turnover intention model

Based on the above studies, author finds that the research on turnover intention in the world focuses on analyzing the demographic characteristics, gender, age affecting to turnover intention in the hotel industry. In the above studies, few authors have studied the effects of factors on the turnover intention of hotel industry staff. In Vietnam, there have also been some studies on turnover intention, but only focusing on education, industrial parks and textiles, no author has comprehensively studied the influence of factors on thr turnover intention of hotel industry staff. Therefore, author finds that research gaps still exist, specifically as follows:

Firstly, the studies confirmed that there are many factors affecting to the turnover intention of hotel industry staff, however, in Vietnam, no author has studied the overall impact of these factors on the employee's turnover intention of hotel industry through the relationship between factors and two moderative satisfaction and organizational commitment.

Secondly, the sample studies only focused on a few factors in the individual hotel, pre-opening hotel, 4-5 star hotel Therefore, extensive research is needed to ensure the full representativeness of the research sample from 3 stars hotel to 5 stars hotel.

Thirdly, through the research results, it will be the basis for recommending perfecting the research model on the factors affecting the turnover intention of the hotel industry staff in Vietnam.

Fourthly, the perceived risks of occupation in the context of the pandemic in general, Sars, H5N1 and Covid_19 in particular, especially in the hotel business is more heavily affected. Therefore, the addition of the perceived risk factor in the relationship between factors in order to discover the extent to which the factors affect to the turnover intention of the hotel industry staff is a new contribution in this study.

With the combination of a review of research documents and a survey of 20 hotel human resource management experts, author proposes to recomend a research model with 9 factors affecting to the turnover intention hotel staff currently. The elements are coded under table 2 as follows:

Table 2: Coding factors in research model

No	*Code*	*Type of variables*	*Factors*
1	**WI**	Independent	Work Itself
2	**SU**	Independent	Supervision
3	**COR**	Independent	Coworkers Relationship
4	**SBE**	Independent	Salary and Benefit
5	**COP**	Independent	Career Opportunities
6	**JST**	Independent	Job Stress
7	**PR**	Independent	Perceived Risk
8	**JSA**	*Mediating*	Job Satisfaction
9	**OCO**	*Mediating*	Organizational Commitment
10	**TI**	Dependent	Turnover Intention

Source: Authors synthesized
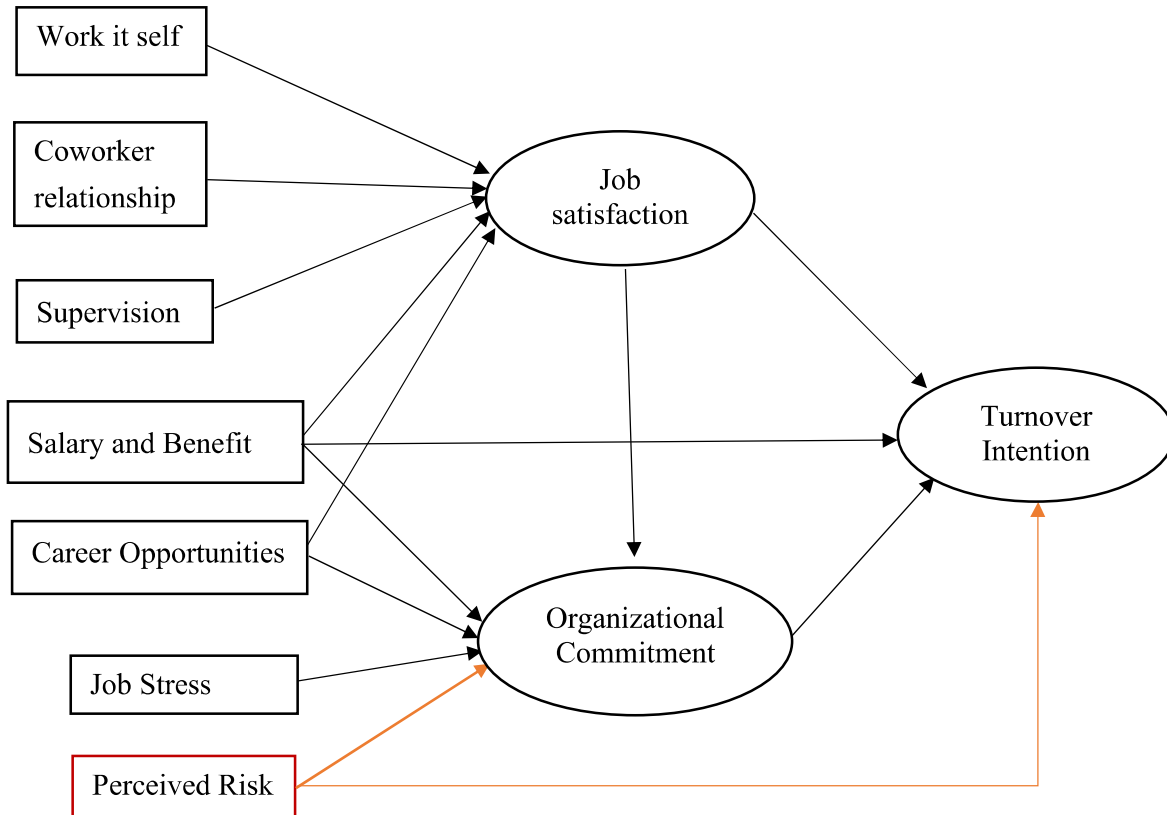
Figure 3: The turnover intention model of hotel industry staff in Viet Nam

Source: Authors recommendation

From the research model (Figure 3), the author proposes the following research hypothesis:

H1: The job itself has a positive impact on job satisfaction

H2: Job supervision has a positive effect on job satisfaction

H3: Coworker Relationship has a positive effect on job satisfaction

H4a: Salary and benefit has a positive effect on job satisfaction

H4b: Salary and benefit has a positive effect on work commitment

H4c: Salary and benefit has a negative effect on turnover intention

H5a: Career opportunities have a positive impact on job satisfaction

H5b: Career opportunities have a positive impact on organizational commitment

H6: Job stress has a negative impact on organizational commitment

H7a: Perceived risk has a negative impact on organizational commitment

H7b: Perceived risk has a positive impact on turnover intention

H8: Job satisfaction has a negative effect on turnover intention

H9: Organizational commitment has a a negative effect on turnover intention

H10: Job satisfaction has a positive effect on Organizational commitment

4. Discussion and Conclusion

This is an overview, meta-analysis, and statistical analysis of researches related to factors and turnover intention. Determining the relationship between factors as (Figure 3) is a new research direction in the hotel industry in Vietnam, especially from 3 stars hotel to 5 stars hotel. From research model 3, we have 10 hypotheses and 13 negative and positive impact relationships between factors. Research model and research hypothesis are very important content for the author's future research directions. However, in reality, the research results are not always consistent with the model and hypothesis, so the research model and hypothesis of this review are only foundation, creating a premise for the research further direction.

The synthesis of the above factors only response the requirements of the research content, but it is necessary to have research practice to confirm the exact relationship of the factors in the research. To apply the observed variables in the factor to the research, it takes a lot of time to consult experts to choose the most suitable survey content. The relationship between synthesis, inheritance of factors, scales, observed variables and actual research results is also very important, it is necessary to carefully handle the survey content to suit the context. the content of the research will be successful.

From an overview of research theories to applied studies in various fields and research in the hospitality sector. Author finds that this is a new comprehensive research proposal. In particular, the perceived risk factor in the context of factors is completely new to study about turnover intention of the hotel industry staff. With not so much time and experience, author needs to be learned more and would like to receive suggestions to improve the writing rather than a basis for the author to continue research.

From the above research model, author will continue to improve the thesis to analyze the impact of turnover intention on working performance, engagement and responsibility, co-worker relationships, job satisfaction, commitment to organization and proposed solutions to develop sustainable hospitality staff.

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